

County of Los Angeles Quality and Productivity Commission
PRODUCTIVITY INVESTMENT FUND PROPOSAL
(Please submit the proposal with a cover letter signed by the department head)

Last Updated: May 1, 2019

Department: Department of Workforce Development, Aging and Community Services; LA County Commission on Human Relations (WDACS/LACCHR)

Date: 10/02/20

Project Name: Addressing Bias & Hate Using Art Justice & Cultural Action Strategies

PURPOSE OF FUNDING (50 words). Describe how the PIF funding will be used.

This requests funding to provide hate reduction and prevention art justice and cultural action strategies combined with direct service response. The two-part approach provides first, a consultant to produce these strategies and second, a network of county departments and community agencies supporting these interventions to provide engagement, healing and recovery.

SUMMARY OF PROJECT, INCLUDING BENEFITS (300 words). Describe benefits and potential multi-departmental or countywide adaptation.

This addresses a critical need in protecting vulnerable communities targeted for hate, offering a two pronged-approach to prevent or mitigate harm from hate. This project will excite and engage communities by using leading-edge programs to recapture feelings of wellness and safety. The art justice and cultural actions programs will be supported by county agencies, business, cultural sites, combined with community agencies providing direct services that will help victims heal from the trauma and fear of being targeted for hate violence.

The project will engage a consultant to provide strategies that will:

- Develop and produce community-led art and cultural interventions, from digital creative, inspiring messages using social media, to events such as county department-sponsored events as Create-A-Thons; curated reading lists; youth Media Festivals; art interventions.
- Engage Community Influencers to help enhance the content messaging; to help amplify messages of inclusion, respect, and public safety for all.
- Utilize 211 hate acts data to select best practices to inform creation of community interventions.
- Develop art justice opportunities, such as murals or art pop-ups -- interventions to serve as practical techniques to enable residents and youth to both create and engage in healing techniques, while providing messaging for inclusion and public safety.

Six county departments and a network of community agencies will use these art and cultural movement strategies as opportunities to serve victims of hate by:

- Creating 211-LA hate acts data to design cultural events that use community-relevant strategies such as reading circles, storytelling and thought leadership gatherings -- strategies coming from community members themselves -- about how to prevent and respond to hate and heal from its trauma.
- Strengthening public-private partnerships with county departments, business, law enforcement, culture sites; universities, schools to offer trainings on safely responding to hate acts perpetrated in public settings.

EVALUATION/PERFORMANCE MEASURES. (300 words) Describe what specific outcomes are to be achieved and how the project will enhance quality and/or productivity.

Achieving outcomes will be prioritized over output (i.e., numbers expressing re-engagement with daily activities; or expressing feelings of safety, cultural identity, solidarity, rather than participant numbers). The productivity component measures interventions aspiring to build quality of life, feelings of safety, solidarity and strong cultural identity, including:

1- Offering transformative interventions that excite and engage impacted residents or communities. COVID-safe interventions will be offered by the vendor and county departments - Library, Arts & Culture, Office of Immigrant Affairs and Office of Violence Prevention - woven together to create engaging interventions in neighborhoods impacted by hate violence.

2 - These community-led interventions could be as diverse as reading groups; storytelling; art making; poetry festivals, games participation or designing digital content creation.

- Outcomes will be captured using reporting variables from focus groups, surveys, social media data from participants.
- Outcome data will also be collected from the Program's digital offerings -- crowdsourcing, flash mobs, twitter storms, mash-ups, and "viral" videos.
- Output will also measure the number of other county, community agencies, businesses involved in public/private partnerships to engage residents.
- Output will also measure the number and social media reach of Community Influencers engaged in this Program.

Performance measures:

1) Metrics" include:

- Number and demographics of county residents registered and attending events
- Number of Views and Downloads of the art or youth enrolled in art interventions.

2) "Analytics" include:

- Measurement of outcomes, immediate feedback on the efficacy of the community intervention in building resilient responses to hate, to be obtained through focus groups; surveys; social media data.
- Evaluating any positive behavior change as a result of the engaging event, from surveys of attendees from event registration, chat discussions, social media groups, email lists.
- Variables will be identified for each type of intervention to determine whether positive behavior changes are noted by participants.

Is this an Information Technology project? If yes, please obtain endorsement and sign off from your department's CIO/IT manager and answer question 5 on page 3 below.

☐ Yes

N/A

☒ No

Amount Requested:

Loan

Grant
\$ 350,000

Total
\$350,000

Cost Analysis Summary. Attach detail for A and B, including staff, equipment, supplies, etc.

	<u>Implementation Period</u>	<u>Project Year 1</u>	<u>Project Year 2</u>	<u>Project Year 3</u>
A. Annual Cost of Current Process:		0	0	0
B. Estimated Annual Cost of Proposal:	5/1/2021- 7/1/2022	210,000	140,000	0
C. Savings (B minus A)		\$0.00	\$0.00	\$0.00

Funds Flow Summary: Indicate the amount of funds needed during implementation by period (fiscal year and quarter)

FY 2020- 2021 Calendar Year Q1 - -0-
FY 2020- 2021 Calendar Year Q2 - \$70,000
FY 2021- 2022 Calendar Year Q3 - \$70,000
FY 2021- 2022 Calendar Year Q4 - \$70,000

FY 2021-2022 Calendar Year Q1 - \$70,000
FY2021- 2022 Calendar Year Q2 - \$70,000
FY 2022-2023 Calendar Year Q3 - -0-
FY 2022-2023 Calendar Year Q4 - -0-

FY2022- 2023 Q1 - \$-0-
FY2022-2023 Q2 - \$-0-
FY2022-2023 Q3 - \$-0-
FY 2022-2023 Q4 - \$-0-

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**** Original Signatures Required ****

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QUESTIONS

1. Has this proposal been submitted before for a Productivity Investment Fund loan or grant? Yes _____ No X

If so, when (date)?

2. Was this proposal included in the department's current budget request?

Yes _____ No X

If no, why not?

The department's budget has contracted due to COVID related decreases in county revenues. This proposal is in response to a call for preventative funding to address a four-year rise in hate acts, as well as historic data that demonstrates a rise in hate around presidential election and presidential transition cycles. In the past four years, hate acts targeting African Americans, Latinx, immigrants, Muslims, Jews, LGBTQ and Asian Americans due to COVID-19 related hate have escalated, from hate crimes to bias motivated bullying.

3. How many years will it take for the loan to be paid back (3 years maximum without special approval)? Where will the funds come from to repay the loan? N/A

Hard Dollar Savings

Cost Avoidance

Revenue Generation

Other (please explain)

4. Discuss potential for revenue increase, service enhancement, future cost avoidance and/or cost savings. Does it reduce net County cost?

This is a service enhancement project that will improve the feelings of public safety, inclusion, strong cultural identity in targeted communities. The project seeks to reduce hate violence and related costs, and reduce future liability for the County. The PIF-funded program seeks to offer the kind of service enhancements described by experts researching the impact of providing cultural engagement and art justice options. One Report concluded: "Art-making, or creative expression generally, is one of our most prized resources for building capacity for resilience—that is, the capacity of residents to find reservoirs of social strength to help them weather adversity or respond to disaster."

From, a *Symposium* titled "Measuring Cultural Engagement amid Confounding Variables: A Reality Check," held in Washington, DC, June 2–3, 2014. Co-sponsored by the National Endowment for the Arts and the Arts & Humanities Research Council's Cultural Value Project ("NEA-funded Report").

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While it is easier to simply report attendance, the NEA-funded Report hits on where this PIF-funded program hopes to explore and report positive behavior changes. The NEA-funded Report explains: “In the past, participation has been measured as a discrete act, such as attending a show, reading a book, or buying a ticket. However, new technology has created a variety of ways people can participate in arts and culture, obscuring traditional definitions. Does there have to be intent to participate or does unintentional participation count? Should the focus be on measuring behavior (attendance, social media interaction) or its implied impact (identification with the organization, awareness of programs)?”

This PIF-funded program will try to follow a mixed methods approach to capturing and reporting on the analytics of the program’s success in using arts and culture to promote healing and resilience. This is described in the NEA-funded Report as follows: “One way to better understand the full scope of cultural activities is through a mixed methods approach. ... Examining the value of everyday participation, [a] multidisciplinary study combines historical analyses, survey data, qualitative research, and substantial fieldwork. ...[T]he project is a radical evaluation of cultural participation that does not begin by defining such activities but rather explores the forms and practices of everyday participation, as well as the places, cultural practices or idioms, and persons taking part.

This PIF-funded program will use statistically significant variables in measuring analytics based on a national survey compiled by Communities Against Hate. This national survey of 3,656 hate incidents tallied from November 2016-May 2018 asked respondents outcome variables such as: 1) whether work or school was affected; 2) whether victims sought therapy; 3) whether they suffered long-term health or body effects; 4) whether they developed depression or anxiety; 5) whether their participation in community activities decreased; 6) whether participation in on-line activities decreased; 7) whether they changed behavior to prevent future incidents; 8) whether they moved/relocated. These variables are similar to what victims in Los Angeles County report to 211-LA hate reporting line.

This PIF-funded program will use art and cultural practices to document service enhancement and cost-avoidance due to some of these negative outcomes on county residents’ lives due to hate. Cost-savings will be realized as residents are able to report no interruptions to their lives, ability to work or go to school, participate in community and social media activities and other measures of a healthy life because of their exposure to hate. This trauma can have significant impact on resident’s lives as this national survey documents. This PIF-funded program will take this national analysis further, to analyze how LA County residents, negatively impacted due to unaddressed hate, respond to transformative art or cultural interventions to address this trauma.

5. (300 words) How does this proposal extend, amplify, or complement existing cross-County best and shared practices (including, if applicable, technology or sustainability practices); describe the proposed solution in terms of its innovative use of technologies to achieve desired business outcomes, and/or Department strategic goals and objectives?

This PIF-funded program has two components: first, to use art and cultural interventions to heal residents impacted by hate using an expanded partnership with other departments such as Arts & Culture; Libraries; Office of Violence Prevention and Office of Immigrant Affairs.

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These agencies are providing direct and in-kind support to this program. This PIF-funded program's resulting amplification will help serve WDACS/LACCHR's strategic goal of "resolving conflict and improve human relations in our diverse County".

The second component of this PIF funded program is to expand awareness and assistance for hate victims by the LA vs Hate's Response Network of community agencies. These trusted community agencies currently provide direct assistance to victims of hate. With this PIF-funded program, these agencies will provide support to county departments in providing art and cultural interventions to address hate. This will help the WDACS mission of connecting "communities and improv[ing] the lives of all generations in Los Angeles County." The agencies work with the county departments to complement service delivery by promoting cross-county department collaboration in producing arts and cultural inspired interventions that engage, inspire, heal and protect residents. The program also supports the Department's commitment to use technology to prioritize Department service delivery by using digital art-inspired programs, and social media outreach and community building events, such as participating in gaming options, flash mobs, digital storms.

(150 words) Is the proposal a pilot project? If so, what are the conditions for further expansion or development?

Yes, this Proposal explores how a cross-section of County departments and community agencies can use cultural interventions to positively transform vulnerable communities. Art and cultural interventions strategies will be developed using a community-led grass roots model. This follows what the NEA Report concluded as most useful: "[C]ultural participation that does not begin by defining such activities but rather explores the forms and practices of everyday participation, as well as the places, cultural practices or idioms, and persons taking part. Significantly, throughout the [NEA funded] study, interviewees are not handed a definition of culture. " Likewise, county residents will lead on what is offered as an arts or cultural event.

We will utilize what we learn to recommend policies of other county agencies who deal with victims of violence, exclusion, and re-entry. The resulting changes will provide the best opportunity for expansion and development of the "LA vs Hate" program.

6. (300 words) Toward which current County objectives will this project maximize and leverage resources and/or drive innovation and operational effectiveness. What current County processes or functions will be eliminated or streamlined via productivity enhancements and/or quality improvements?

The Project will maximize the following:

- The development and delivery of innovative community-led designs to maximize county residents' engagement in arts justice and cultural movement to address hate.

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- Preparedness, prevention and response in times of spikes in hate acts that will serve all constituents of LA County by promoting inclusion, safety, resiliency.
- Increased awareness of the need and methods that 211 is an option to report hate.
- Training for county, community, educational agencies and businesses on safe ways to address hate in public settings to promote safety and inclusion.

The Project will leverage the following resources or drive innovation:

- Cross county department and agency collaboration to support the arts justice and culturally driven community-led interventions.
- Develop partnerships with Community Influencers, business, education, health and other sectors to build on lessons learned from this community-led interventions model.
- Use of analytics data to prioritize resources, thereby developing innovation in consumer service delivery.

7. (300 words) Does this proposal relate to a specific Countywide Strategic Plan goal? If yes, please explain.

Goal I - Make Investments that Transform Lives: Investment in this project will transform the lives of county employees and residents simultaneously. By training employees to safely prevent hate acts in public sites, and respond to hate acts in their presence effectively, county residents will foster feelings of inclusion and safety with targeted residents. By engaging residents in arts justice and culturally-led strategies and development of content messaging, innovations in hate prevention and response practices will be transformed for the betterment of all.

Goal III – Realizing Tomorrow’s Government Today: Protecting vulnerable communities targeted for hate means that we strive to send messages of inclusion and welcome for all – all employees and community stakeholders. This increases their opportunity to reach their full potential. Toward that end, Departments and employees will be trained on how they maintain an approach of responsive bystanders during the commission of hate acts, and prevention of hate. This responsive bystander will be the best preventative and serve the needs and best interests of communities too often targeted for hate acts.

8. (150 words) Does this proposal enhance the County image and/or improve relationships with the County’s constituents? Please explain.

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Yes. This proposal will enhance the County's commitment to be a national leader in the field of hate act prevention, response and inclusion. It will also further establish the County as a learning organization that is responsive to the needs and best interests of the most vulnerable members of our society. These community residents will lead in developing cultural and arts interventions that they find transformative. Both art justice and culturally led events, calendar trainings and thought leadership convenings will include all county residents for participation.

9. (150 words) How might this proposal promote interdepartmental cooperation including, if applicable, data sharing and program design?

There are five county departments who have agreed to invest in this PIF-funded program. WDACS/LACCHR is taking lead in addressing hate acts using a contractor who will develop art and cultural interventions with the assistance of trusted community agencies. These agencies have cultural expertise in working with targeted communities. Besides WDACS/LACCHR, the Office of Immigrant Affairs, Arts & Culture, Office of Violence Prevention and County Library are all providing both direct and in-kind support for the art and cultural interventions, either by weaving existing programs into the strategic plan for this PIF-funded program; or creating new interventions to support this program. Together these departments will work to design innovative art and cultural interventions that engage residents impacted by hate trauma. Data will be collected for analysis each year and shared with the other county departments. Training on these interventions for staff will be provided as part of interdepartmental cooperative venture.

10. (150 words) Where did the original idea for this project come from?

The original idea for the project came from the data gathered from 211-LA which demonstrates hate acts are on the rise, particularly targeting immigrant communities. COVID-19 hate backlash has been directed towards Asian Americans. Data from the NEA found the social networks of newly arrived Mexican immigrants in Chicago are stronger when organizations provided arts and creative expression opportunities. Research demonstrates close relationships between cultural identity, reclamation of heritage, and arts practices. This program will help provide these art practices as a strategy for healing from the trauma of hate and building solidarity and feelings of inclusion and safety.

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11. When will the funds be needed? Please indicate the amount needed by fiscal year and quarter:

Amount Needed By Fiscal Year:

Fiscal Year 2020-21 = \$ 70,000

Fiscal Year 2021-22 = \$280,000

Calendar Year Quarter:

2019-20

1st Quarter \$ _____

2nd Quarter \$ _____

3rd Quarter \$ _____

4th Quarter \$ _____

2020-21

1st Quarter \$ -0-

2nd Quarter \$ 70,000

3rd Quarter \$ 70,000

4th Quarter \$ 70,000

2021-22

1st Quarter \$ 70,000

2nd Quarter \$ 70,000

3rd Quarter \$ -0-

4th Quarter \$ -0-

2022-23

1st Quarter \$ -0-

2nd Quarter \$ -0-

3rd Quarter \$ -0-

4th Quarter \$ -0-

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IMPLEMENTATION PLAN

<u>KEY MILESTONES</u>	<u>START DATE</u>	<u>FUNDS NEEDED</u>	<u>FUNDS REPAID</u>
(Major steps in the project development)	(Estimated date for each project step)	(Amount and quarter funds will be needed)	(Amount and quarter funds will be repaid)
Phase 1 – Planning and research for community-driven interventions; recruiting public/private partners and community Influencers; calendaring virtual cultural and art events, from Student Open Calls to Create-A-Thon 1. Digital events are calendared. Enlisting support of local universities in project research and partnerships for publication of research outcomes.	Quarter 2 Calendar Year 2021: April 1, 2021 – June 30, 2021	\$70,000	N/A

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<p>Phase 2 – Design of community-led cultural and art events continues. Calendar of resulting art and cultural events calendared, from student Open Calls; to Create-A-Thon; to storytelling events. Digital events are calendared. Amplification of campaign via public/private partners and Community Influencers starts. Community Influencers, education partners and thought leaders convene events around project as thought leadership events are calendared.</p>	<p>Quarter 3 Calendar Year 2021: July 1, 2021 – Sept. 30, 2021</p>	<p>\$70,000</p>	<p>N/A</p>
<p>Phase 3 – Community-led design and Implementation of cultural and art events continues. Resulting events, from student Open Calls to Create-A-Thons to storytelling events are calendared. Digital events are calendared. Amplification of campaign via public/private partners and Influencers continues. Thought leadership events continue.</p>	<p>Quarter 4 Calendar Year 2021: Oct. 1, 2021 - December 30, 2021</p>	<p>\$70,000</p>	<p>N/A</p>
<p>Phase 4 – Continued implementation of cultural and art events from student Open Calls to Create-A-Thon to storytelling events are convened. Digital events are calendared.</p>	<p>Quarter 1 Calendar Year 2022: Jan. 1, 2022 – March 31, 2022</p>	<p>\$70,000</p>	<p>N/A</p>

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<p>Amplification of campaign via public/private partners and Community Influencers continues. University partners begin to publish Analytic research. Thought leadership events continue.</p> <p>And analysis of Year One efficacy of community-led strategies, cultural and art events, Media Influencers and hate act reporting data via 211-LA begins.</p>			
<p>Phase 5 – Design and implementation of community-led cultural and art events continue, from student Open Calls to Create-A-Thons to storytelling events are calendared. Digital events are calendared. amplification of campaign via public/private partners and Influencers continues.</p> <p>Final Report on efficacy of enhancing public safety, resiliency and inclusion for all residents impacted by PIF-funded program is submitted</p>	<p>Quarter 2 Calendar Year 2022: April 1, 2022 – June 30, 2022</p>	<p>\$70.000</p>	<p>N/A</p>

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LINE ITEM BUDGET DETAIL

(Work with your Budget Analyst)

Budget for creative, production, management (a)

Operations, finance, project management costs	30,000
Lead organizer (.3 of consulting time)	30,000

Digital Art Content Creation

Graphic design and content curation for digital designs	20,000
Artist costs @ \$1,000 x 15 artists	15,000
Youth Open Calls materials	15,000
Create-A-Thon artists' materials	10,000

Cultural Interventions

Artist materials, fees for community engagement for murals	25,000
Public interventions - \$5,000 per intervention x 6 pop ups	30,000
Cultural Events/Intervention - \$1,250 x 20 interventions	25,000

Vendor subtotal costs **\$200,000**

Community Agencies

Ten contracts with trusted agencies to provide technical assistance, education, outreach and execution of cultural events @ \$15,000 per agency	\$150,000
(b) Total charges	\$350,000

Fixed Assets

List all equipment and other fixed assets here

(b) Total fixed assets	\$ -0-
TOTAL COSTS (a+b)	\$350,000